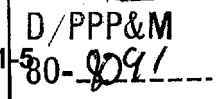


November 1980



POLICY AGENDA: PERSONNEL MANAGEMENT IN THE 1980's

This agenda identifies the areas of concern and the specific issues on which OPPPM should concentrate its policy analysis and development efforts and resources.

Specific questions that need resolution are expanded under each issue.

I. Recruitment and Placement

A. Who will be the applicant of the 80's? Societal changes will impact on the type of applicant available. An understanding of the lifestyles, desires, motivations, and general characteristics of the applicant of the 80's can be determined from open-source literature. This should provide the basis for other studies. What are applicants' perceptions of CIA? Will the Agency change its requirements or rely on a smaller pool of qualified applicants?

B. Who is the employee the Agency wants for the 80's and beyond? The type of human resource derives from the needs of the Agency. In order to identify the workforce required, attention must be focused on the objectives, goals, and priorities of the Agency during the 80's.

C. Are there better ways to assure that the right person is in the right job? Will job analysis assist? Are changes to the selection policy needed? In the era of doing more with less, the Agency must gain maximum effectiveness from its employees. Additionally, in a tight labor market,

the employee must be challenged and satisfied (not just kept happy) in the work environment; otherwise, attrition rate will rise. The differences in the directorates' missions and the number and variety of jobs within the Agency must also be considered.

D. How does the Agency attract and retain employees? Will declining college enrollment impact upon recruitment? Organization commitment versus career discipline must also be considered. Do we hire employees who are overqualified? The Agency must meet the needs and desires of the worker of the 80's. Will jobs have to be restructured? Is the Agency competitive with industry and the rest of government on entry level salaries? These needs and desires must be determined and systems developed to meet them. Means to effectively motivate employees must also be developed.

II. Performance and Evaluation

A. What evaluation systems are required for the worker of the 80's and beyond? If the worker of the 80's is different than the present worker, evaluation systems need to be developed that recognize this difference. Will the competitive evaluation system remain viable? Should peer and subordinate evaluation be considered?

B. How can the Performance Appraisal System be made more effective? Is there a universal need for standards and quantitative measures? Should the Performance Appraisal System be different for different categories of employees? As the types of jobs vary, maybe the systems that appraise occupants of these jobs should be different. How are managers and supervisors better trained in objective performance appraisal?

C. What is productivity? Can it be measured in the Agency? How? How can the Agency increase worker productivity? Restricted resources will require greater productivity and the Agency must investigate ways of gaining this increased productivity. Will reduction of redundancy, layering and elevation of decision-making help?

D. Can evaluation systems be developed that would support a Merit Pay System and provide a better basis for comparative evaluation, SES Awards, QSI's, and incentive awards?

III. Training and Development

A. What can be done to improve the selection and training (particularly in personnel management) of supervisors and managers? An often cited complaint is the quality of supervisors and managers within the Agency. Methods to improve the quality must be developed.

B. How can we better use rotational assignments as part of managerial development.

C. Will the Agency's present Career Development System (with all of its appendages - vacancy notices, effective profiles, STAT STAT etc.) remain viable in the 80's? If not, what systems are needed? What type of training will be required or demanded? If people change, systems may need to change.

D. Will the Agency continue to need a junior officer training program? Will a program be required Agency-wide or just in specific areas? If so, how do we find the best person for this program?

IV. Classification and Compensation

A. Will the Agency's present classification and compensation system remain correct for the 80's? If not, what systems are needed? Should decentralization be considered? Work organization in the 80's may differ substantially from that of the present and new systems for classifying and compensating employees may be needed.

B. Should the Agency use its flexibility to devise and implement individual benefits packages? As the worker of the 80's may demand an individually tailored benefit package to meet their own financial/planning goals, CIA's authorities and capabilities in this area should be determined.

V. The Framework of the System

A. Should CIA have and rely on a personnel system similar to the rest of government? It should be determined if there are advantages in further conforming to the federal system. Is criteria needed against which to determine whether to adopt or not adopt a Federal policy or system?

B. Will the Agency be best served by continuing the decentralized personnel management approach or is further centralization indicated?

C. Can personnel management decisions be delegated to a lower organizational level? As human resources will be the more costly tool a manager has to accomplish his tasks, there may be advantages in allowing the line managers more authority over this resource.

D. Will better methods of communications be required? Is there a more effective way to communicate personnel management policy to employees than that presently in use? How do we provide for external communications (applicant, oversight bodies, general public, etc.)?

E. Is OPPPM properly equipped with the proper organization, personnel, and systems (both human and computer) to support the Agency's personnel needs in the 80's and beyond? As the worker and systems for the 80's are identified, OPPPM abilities to support these needs must be assessed. What will be the role of the component personnel officer and how will he/she be selected, trained, guided, and directed?

VI. Retirement

A. Rather than "retirement now," how about a "second career" within the Agency? As retirement costs climb, it may be that retraining for a mid-life change in employment category will be needed. How will this affect promotions for younger employees? Can the Agency provide for changes to other retirement systems (i.e., CSR to Social Security)?

B. Is CIA through the practices it follows in applying CIARDS, laying a foundation for future justification of CIARDS? With the scrutiny being given early retirement systems in government, an examination of practices and procedures under CIARDS may be indicated in order to protect or improve the system.

VII. Mobility

A. How can the Agency policies on mobility and relocation be improved to encourage applicants for field assignments? There appears to be reluctance to accept field assignments due to costs, schooling, spouse employment, terrorism, etc. and means need to be developed to make these assignments more attractive.

B. Are there any acceptable alternatives to the Agency's current policy on dual careers?

"D/PPPM - Given our present state of transition, I suggest we proceed internally -- OP -- and not yet surface out of OP. DD/PPPM"

STATINTL

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